

DD/SUPPORT

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DD/S-59-589

13 FEB 1959

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Report on Review of Functions and Ceiling Allocation,
DD/S Area

REFERENCE : Memo dtd 28 Jan 59 to DD/I, DD/P, DD/S, DD/C from
DCI, subj: Program for Greater Efficiency in CIA

This is the initial report, requested in paragraph 4 of the referenced memorandum, on my review of the functions of, and ceiling allocation to, all DD/S components. This report is for information only.

1. STEPS TAKEN

- a. In recognition of your interest in promoting efficiency throughout the organization and of Bureau of the Budget and Congressional pressures on Agency personnel ceiling, last December I requested DD/S components to review carefully all their functions; to arrange functions in order of priority according to contribution to mission; and to cost each function in terms of manpower and total expenditure.
- b. During the month of January, I visited each of the DD/S Offices¹ and Staffs² and went over in detail with the head of each component the results of his review of, and conclusions concerning, his own operations.
- c. Some overdue upward revisions of ceiling were effected.³
- d. On 5 February, by memorandum, I informed the head of each DD/S component of his ceiling objectives for FY 1959 and FY 1960, providing general guidance for their attainment.

1/ DD/S Offices: Office of Communications, Office of the Comptroller, Office of Logistics, Office of Personnel, Office of Security, Office of Training.

2/ DD/S Staffs: Immediate staff of the DD/S, including the Special Support Assistant; Audit Staff; Commercial Staff; General Counsel; Management Staff; Medical Staff.

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- b. Our present system of ceiling accounting does not adequately reflect changes in work burden, whether such changes result from shifts in responsibilities and functions or from straight-forward increases or decreases in volume of work. In particular, the present system does not register increases in productivity which, rather than being reflected in direct reductions, permit the absorption of additional responsibilities or demands on ceiling without corresponding ceiling increases.¹
- c. With the objective of making our ceiling accounting more meaningful, I have asked the Management Staff to work on the development of a system which would reduce, if not overcome, the above deficiencies.

5. CONCLUSION

- a. The ceiling objectives thus far established for the DD/S Area seem to me realistic. Possibly the results of more exhaustive study will enable us to exceed them. Specific questions concerning functions, organization, procedures, and validity of existing requirements have already been referred to the Task Force via John O'Gara. Others have been assigned to the Management Staff. The Management Staff is now engaged in a depth survey of the Office of Logistics. Surveys of other DD/S Offices will follow.
- b. I have urged the attention of the head of each DD/S component to his continuing responsibility to strive for greater efficiency throughout his operation. We will continue our stringent scrutiny of ceiling and will press for reductions wherever possible.

c. While I recognize that much remains to be done, in my judgment our central problem now is in the personnel area: the identification and separation of the poorest performers at all levels and in all Career Services of the organization. I believe it is to this problem that we should turn our focus.

STAT


L. K. WHITE
Deputy Director
(Support)

3 Att: Tabs A, B, C

cc: DDCI w/att
IG w/att
Compt w/att
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SPA-DD/S w/att
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